Arleigh Burke

Arleigh Albert Burke was born on a farm outside Boulder, Colorado in October 1901. Although unable to complete his high school education because the school was closed during the flu epidemic in 1917, he competed successfully for an appointment to the U.S. Naval Academy. Convinced that the inadequacies of his secondary education put him behind other Midshipmen in his class, Burke decided that he could only overcome this deficiency by working more diligently at his studies than the others. This plan paid great dividends, and he graduated in 1923 in the top sixth of his class. Taking this lesson strongly to heart, he remained a believer in the benefits of sustained hard work throughout his Navy career.

During the interwar years, Arleigh Burke honed his skills as a surface warfare officer, serving initially in the battleship USS *Arizona,* obtaining a postgraduate degree in ordnance engineering, and rising eventually to command a destroyer. It was in this formative period of his career that he learned the importance of the Navy adage "loyalty up, loyalty down"—if you expect loyalty from your people you must be loyal to them in return.

During World War II, Burke commanded Destroyer Squadron 23 (the "Little Beavers") during combat in the South Pacific. Developing successful tactics to overcome Japanese advantages in night surface operations, he earned fame as "31-knot" Burke during the 1943 battles of Empress Augusta Bay and Cape St. George. It was in this period that his belief in the importance of thorough training was validated—as he explained to his subordinates, in combat your outfit could expect to do only about as well as it had trained to do beforehand.

During Dwight Eisenhower's terms as President in the 1950s, Arleigh Burke served as Chief of Naval Operations (CNO) for six years. While CNO he initiated efforts such as the submarine-launched Polaris ballistic missile program that tremendously strengthened the U.S. Navy's military capabilities.

Admiral Burke died on January 1, 1996 at National Naval Medical Center in Bethesda at the age of 94.

William Ward Burrows
Lieutenant Colonel, USMC

Major Burrows, who was born in Charleston, South Carolina on January 16, 1768, had served in the Revolutionary War with the state troops of South Carolina, but had more recently become a citizen of Philadelphia. In 1783, he was married to Mary Bond, daughter of Thomas Bond, Jr., who was surgeon and purveyor of the Continental Army

The Marine Corps, as well as the Navy, had its humble beginning a short time prior to its actual authorization as a Corps and both were formed to meet an impending national crisis. The first Marine units to be organized by Major Burrows were ship detachments for newly-acquired vessels of the American Navy, which were being hurriedly placed in commission at Philadelphia and hurried off to sea to fight cruisers and destroy commerce in the naval war with France. During the first several months that he was Commandant, his principal concern was the supplying and keeping up to strength the Marine detachments for the vessels of the Navy.

Headquarters of the Corps was in camp near Philadelphia until the national capital began its move to Washington in 1800. A small detachment of Marines was sent to the new capital in March of that year to protect the newly-established navy yard, while Major Burrows, with his staff and headquarters troops, moved to Washington in late July and set up their camp.

Major Burrows was promoted to Lieutenant Colonel on May 1, 1800. The quasi war with France continued until September of that year, when matters were finally adjusted. The insistence of Congress that the cost of the naval establishment be immediately reduced caused considerable embarrassment to Burrows in his effort to establish the Marine Corps on a peace-time basis. The wars with the Barbary States broke out soon afterwards and the main concern of the Corps was to supply detachments to naval vessels for duty in the Mediterranean.

The organization under its first Commandant and for a number of years afterwards had no particular reputation and it therefore attracted few desirable men into its ranks who cared to make its service their life-time career. The turn over of officers was quite rapid and even the Commandant himself, apparently seeing no great future in his branch of the naval service and for personal reasons, principally health, resigned his commission on March 6, 1804.

Colonel Burrows' character is aptly depicted by his distinguished contemporary, Washington Irving, who describe Colonel Burrows as "a gentleman of accomplished mind and polished manner." Under his guidance many of the traditions and the esprit de corps had their beginning. Colonel Burrows was not only the leader of the Corps but he also played an important civic, business and social part in the life of both Philadelphia and Washington, where many of the distinguished personages of his time were his personal and intimate friends.

Colonel Burrows died in 1805, just one year after resigning from the Marine Corps, and was buried in the Presbyterian Cemetery in Georgetown. His remains were removed from Washington in 1892 to their present resting place in the Arlington National Cemetery.

Biography courtesy of the United States Marine Corps

Admiral Joseph James "Jocko" Clark

Joseph James Clark was born on November 12, 1893 in Chelsea, Oklahoma. He attended the United States Naval Academy, graduating in 1918. He was the first Native American to graduate from Annapolis. He preferred to go by the acronym of "J.J." instead of his full name, or "Jocko".

At the outset of World War II, Clark had commanded an escort carrier, Suwanee in the Atlantic and off the North African coast until he was detailed to run the new carrier Yorktown (CV-10). The Yorktown became flagship of Admiral Pownall during the 1943 carrier raids, and Clark and his operations officer Jimmy Flatley had opportunities to draw up fleet-wide attack plans.

In January 1944, VADM Marc A. Mitscher hoisted his flag on Yorktown and was soon impressed with Clark's fighting spirit and ability. One month after Mitscher's takeover of the Fast Carriers, Clark was promoted to Rear-Admiral and COMCARDIV 13. During the Marianas campaign, Clark, as COM TG 58.1, performed brilliantly during a raid of the northern Marianas, which he as Mitscher's right hand and Rear-Admiral Harrill had been assigned to undertake. His fighting spirit won the day, and his excursion, plus his unwillingness to let Harrill's opposition to the operation affect its outcome, further highlighted his talent. He fought in the Battle of the Philippine Sea, and after the battle, when all of the Task Groups returned to Eniwetok, Clark received permission for a strike against Iwo and Chichi Jima, which he successfully conducted. Even when idle and back in the states, Clark was a great aid to Mitscher. He suggested that Marine pilots be employed on the carriers as replacements for fatigued Navy fliers, and the Marines' planes would be coming in handy as well. Clark returned to the Pacific Fleet when Vice-Admiral Mitscher took over the Fast Carriers again in February 1945, Clark getting back his TG 58.1, and now again embarked on Hornet. Serving in the raids against Japan in 1945, Clark's forces took several heavy attacks but escaped unharmed. His last adventure in the war was a typhoon which he hit thanks to an incredibly poor performance of TF38's weather expert. He was relieved of all combat commands shortly before the end of the war, earning again a well deserved shore billet. Clark became Vice-Admiral and commander of the 7th Fleet, which now had the Fast Carriers, during the Korean War, and ended his career as a full Admiral.

During his military career he was decorated with the Navy Cross, the Distinguished Service Medal, the Silver Star Medal, the Legion of Merit, the Navy Commendation Medal and the Korean Order of Military Merit.

Admiral Clark died on July 13, 1971 at St. Albans, New York, and laid to rest with full military honors in Arlington National Cemetery.

RADM John A. Dahlgren

Rear Admiral John A. Dahlgren (1809-1870) was a naval ordnance innovator and commander of the South Atlantic Blockading Squadron during the Civil War. Dahlgren became a midshipman in 1826. Service on the U.S. Coast Survey (1834-37) distinguished his early career. In 1847, Lieutenant Dahlgren was assigned to ordnance duty at the Washington Navy Yard. Over the next fifteen years, he invented and developed bronze boat guns, heavy smoothbore shell guns, and rifled ordnance. He also created the first sustained weapons R&D program and organization in U.S. naval history. For these achievements, Dahlgren became known as the "father of American naval ordnance." His heavy smoothbores, characterized by their unusual bottle shape, were derived from scientific research in ballistics and metallurgy, manufactured and tested under the most comprehensive program of quality control in the Navy to that time, and were the Navy's standard shipboard armament during the Civil War. Promoted to commander in 1855, captain in 1862, and rear admiral in 1863, he became commandant of the Washington Navy Yard in 1861 and chief of the Bureau of Ordnance in 1862.

With help from his friend Abraham Lincoln, Dahlgren took command of the South Atlantic Blockading Squadron in July 1863, and for the next two years led naval forces besieging Charleston in the Union navy's most frustrating campaign. Dahlgren cooperated magnificently with Army forces, but underhanded machinations by the ground force commander hindered the effort. Dahlgren's courage remained beyond question during naval attacks on enemy fortifications, but he never figured out how to counter the enemy's underwater defenses. As a leader, he took good care of his enlisted men, but failed to inspire his officers. After the war he commanded respectively the South Pacific Squadron, the Bureau of Ordnance, and the Washington Navy Yard.

Rear Admiral Dahlgren died July 12, 1870.

Samuel L. Gravely, Jr.

Vice Admiral Samuel Lee Gravely, Jr. had a distinguished naval career as a surface warfare officer and manager. All leaders, civilian and military, officer or enlisted, government service grade or Senior Executive Service could learn the characteristics of effective leadership from Gravely's thirty-eight years in the Navy. There are several notable achievements to his credit including being the first African-American to command a combatant ship, to be promoted to flag rank, and to command a naval fleet. Gravely's life and naval career, spanning from 1944 to 1982, also reflect the improved status of African-Americans in the Navy and in American Society. As a distinguished veteran of World War II, and the Korean and Vietnam Wars, his military service suggests several qualities that a successful leader should possess.

The first attribute is simply "to be ready." Gravely could not always determine when an opportunity would arise but he made sure that he had prepared himself to be able to respond to it. Obstacles must be turned into opportunities. For example, when the officers club prevented Gravely from entering, he used the time to complete Navy correspondence courses. The additional education and training helped him become a better officer. Like any other sailor, Gravely did not like every job the Navy gave him but he did his best in each of them. In that sense, Gravely believed that all jobs were good jobs because they were chances to excel. Regardless of the size of one's command, lead with integrity, professionalism, and care. Gravely was a strategist as he faced more than a few challenges. Instead of being overwhelmed by them or focusing on them, he found creative ways to circumvent them or to accept them and he always strove to learn from his experiences. Gravely never sat on his laurels. He continued to learn and to expand his horizons. His career also suggests that leaders must be realistic and optimistic. While Gravely understood the naval policies designed to limit African-Americans in the Navy, he did not let them limit or discourage him. Another important characteristic is having the right attitude, as well as the appropriate credentials. He believed that success and respect were not given to anyone; they had to be earned. Another attribute of leadership is perseverance. An effective leader has to be committed enough to the cause to focus on the goal.

Despite the difficulties, Gravely enjoyed his naval service. This reminds leaders that it is important to know your job and to do it well but you should not forget to enjoy the work. An effective leader strives to make a positive difference for others and has a genuine concern for others. Good leaders are not born; they are developed and one measure of their success is that they have trained others to be effective leaders.

Finally, where one starts does not necessarily have to guarantee where he ends up. Instead of accepting the odds for failure, one can beat the odds by working and studying hard. Gravely began his career as a seaman apprentice at Great Lakes in 1942 and rose through the ranks to become a three star admiral.

Rear Admiral Grace Murray Hopper

Throughout her long and illustrious service to the Navy and the nation, Grace Hopper consistently demonstrated leadership, creativity, and technical competence of the highest order.

Born in 1906, Grace Murray graduated from college in 1928 and by 1934 had earned from Yale University a doctoral degree in mathematics, a real accomplishment for a woman in those days. During World War II, while employed as a mathematics professor at Vasser College, she answered her country's call and joined the United States Naval Reserve. Her first assignment was with the Bureau of Ordnance Computation Project at Harvard University, where she worked on some of the Navy's first computers. After the war, the Naval Reserve officer returned to civilian life, eventually joining the Sperry Rand Corporation, one of the computer industry's pioneering firms. During this period, she was instrumental in the creation of the FLOW-MATIC language for the UNIVAC I and UNIVAC II computers.

In 1967, soon after Grace Hopper retired from the Naval Reserve, the Navy decided it could not afford to lose the services of the brilliant officer. She served on active duty for the next two decades.

One of her crowning achievements was to persuade the business world that computer languages could be written in English, enabling firms large and small to compile computerized payroll, billing, and other records. This also helped the Navy improve how it ordered, warehoused, and distributed its supplies and handled many other logistical and administrative functions. She and her colleagues helped develop a common business computer language, known as COBOL.

One of her greatest attributes was the ability to instruct and persuade others about the computer's potential for improving the way people and institutions processed and exploited information. Rear Admiral Hopper, a gifted and entertaining speaker, appeared before hundreds of Navy and civilian groups during her career. To many Americans this admiral came to symbolize the professional excellence of the Navy's officer corps.

Rear Admiral Hopper received numerous honorary degrees and awards, including the Distinguished Service Medal, the Legion of Merit, and the Naval Ordnance Development Award. In 1986, four years before her death, President Ronald Reagan awarded Hopper the prestigious National Medal of Technology at a ceremony in the White House. But Rear Admiral Grace Murray Hopper, as she informed her biographer, considered her highest award to have been "the privilege and honor of serving very proudly in the United States Navy."

John Paul Jones

As an officer of the Continental Navy of the American Revolution, John Paul Jones helped establish the traditions of courage and professionalism that the Sailors of the United States Navy today proudly maintain.

John Paul was born in a humble gardener's cottage in Kirkbean, Kirkcudbrightshire, Scotland, went to sea as a youth, and was a merchant shipmaster by the age of twenty-one. Having taken up residence in Virginia, he volunteered early in the War of Independence to serve in his adopted country's infant navy and raised with his own hands the Continental ensign on board the flagship of the Navy's first fleet. He took the war to the enemy's homeland with daring raids along the British coast and the famous victory of the *Bonhomme Richard* over HMS *Serapis*. After the *Bonhomme Richard* began taking on water and fires broke out on board, the British commander asked Jones if he had struck his flag. Jones replied, "I have not yet begun to fight!" In the end, it was the British commander who surrendered.

Jones is remembered for his indomitable will, his unwillingness to consider surrender when the slightest hope of victory still burned. Throughout his naval career Jones promoted professional standards and training. Sailors of the United States Navy can do no better than to emulate the spirit behind John Paul Jones's stirring Declaration: "I wish to have no connection with any ship that does not sail fast for I intend to go in harm's way."

Fleet Admiral Ernest J. King

Ernest Joseph King—born 23 November 1878 in Lorain, Ohio,—was appointed to the Naval Academy in 1897. In July 1898, during the Spanish-American War, he served as naval cadet in San Francisco, flagship of the Northern Patrol Squadron. Upon graduation from the academy in June 1901, he went to sea to serve the required two years as a passed midshipman before being commissioned an ensign on 7 June 1903.

In the years preceding World War I, King served in the Asiatic Fleet, Atlantic Fleet, and shore duty at Annapolis, Md. During World War I he served as aide and squadron engineer to Admiral Mayo, Commander in Chief, Atlantic Fleet. After the war, with the rank of captain, he again served at the Naval Academy as head of the Postgraduate Department.

King next turned his attention to submarines and the expanded role of naval aviation. After training at Pensacola, he received his wings. He was named assistant chief of the Navy Department's Bureau of Aeronautic in August 1928. After promotion to rear admiral 26 April 1933 King served as the bureau chief.

On 1 February 1941, be was designated Commander in Chief, Atlantic Fleet, with the rank of admiral. Soon after the United States entered World War II, President Roosevelt appointed King Chief of Naval Operations and the Senate confirmed the appointment 18 March 1942. In this office, with wisdom, inflexible integrity, and determination, he mapped out the strategy and vigorously directed the operations of the unprecedented naval campaigns which led to victory over Axis powers in Europe and crushed Japan in the Pacific. By act of Congress 14 December 1944, the five-star grade of fleet admiral was established; his appointment to that rank was confirmed the same day.

Though relieved by Fleet Admiral Nimitz as Chief of Naval Operations in December 1945, King continued to serve on active duty in an advisory capacity in the Office of the Secretary of the Navy. He died at the Naval Hospital, Portsmouth, N.H., on 25 June 1956. During his naval career, Fleet Admiral King received the Navy Cross, and the Distinguished Service Medal with two Gold Stars, in addition to many other awards from the United States and foreign governments.

John Archer Lejeune
Lieutenant General, USMC

Lieutenant General John A. Lejeune was born at Pointe Coupee, Louisiana on January 10, 1867. He went to Louisiana State University in Baton Rouge and graduated with a Bachelor of Arts degree. He was appointed as a midshipman to the US. Navy Academy, from which he graduated in 1888. After a two-year cruise as a cadet midshipman, he was commissioned a second lieutenant in the Marine Corps on July 1, 1890, and served in the Spanish-American War aboard the USS *Cincinnati*.

In 1903, Lejeune went to Panama with a battalion of Marines when conditions became critical through the revolution against Colombia. He spent three years at the Marine Barracks in Washington, DC and was then transferred to duty in the Philippines in May of 1907. There he commanded the Marine Barracks, Navy Yard, Cavite, and later the First Brigade of Marines. He returned to the United States in June 1909.

As lieutenant colonel, Lejeune went to Cuba with the Second Provisional Brigade Marines from May through December of 1912. He was detached to the Second Brigade at Guantanamo Bay in February, 1913. In November, 1913, he sailed from New York with the Second Advanced Base Regiment to Vera Cruz, Mexico. He returned home in December, 1914, to report to Marine Corps Headquarters in Washington, D.C. to become assistant to the major General Commandant of the Marine Corps.

When World War I broke out, General Lejeune took command of the Marine Barracks at Quantico, Virginia. He was then assigned to duty in Brost, France. He was assigned to command a brigade of the Thirty-Second Division and assumed command of the Fourth Brigade of Marines of the Second Division immediately following the attack of the division in the Soissons offensive.

On July 28, 1918, General Lejeune assumed command of the Second Division and remained in that capacity until August, 1919, when the unit was demobilized. He was the first Marine officer to hold an Army divisional command, and following the Armistice, he led his division in the march into Germany.

During the war, he was recognized by the French Government as a strategist and leader and received the Legion of Honor, and the Croix de Guerre. He received the Distinguished Service Medal from General John J. Pershing and the Navy Distinguished Service Medal when he returned to the United States following the occupation of Germany.

In October, 1919, he was again appointed commanding General, Marine Barracks, Quantico, prior to his appointment as Major General Commandant of the Marine Corps on June 30, 1920.

Upon expiration of his second term as Commandant, General Lejeune indicated his desire not to retire from the Marine Corps, but was relieved as Commandant in March, 1919. On November 10, 1929, he retired in order to accept the position of superintendent of the Virginia Military Institute, serving there until poor health necessitated his resignation in October, 1937. In February, 1942, he as promoted to the rank lf lieutenant general on the Marine Corps retired list.

General Lejeune died on November 20, 1942, at the Union Memorial Hospital, Baltimore, Maryland, and was interred in the Arlington National Cemetery.

ADMIRAL MARC A. "PETE" MITSCHER

Naval Aviator Number 33

Throughout his naval career, Marc Mitscher epitomized the qualities that made him an outstanding leader: honor, courage and commitment. Born on January 26, 1887, in Hillsboro, Wisconsin, he went on to graduate from the Naval Academy in 1910, earn his commission as an Ensign on March 7, 1912 and completed flight training at NAS Pensacola in July 1916 to earn his "wings of gold."

Early in his career as a Naval Aviator LCDR Mitscher learned the value of commitment, dedication and perseverance. In 1919 the Navy planned an attempt to be the first to fly across the Atlantic. Mitscher was assigned as one of the pilots aboard the NC-1 aircraft. His aircraft was part of a three-plane squadron attempting the trans-Atlantic flight. As one of the pilots, he quickly learned about courage and honor during the attempted trans-Atlantic flight. To fly this massive NC seaplane required skill, endurance and perseverance. The physical exertion and skill to maintain the aircraft in flight, especially in rough weather, was a true test of a persons mettle. His plane, along with the NC-3, was forced down in heavy seas due to thick fog before reaching the Azores, the midway point en route to Portugal. Keenly disappointed in not achieving the goal of being the first to cross the Atlantic, he drew from this experience a sharpened sense of duty and commitment necessary for success, thus setting the stage for his future accomplishments in Naval Aviation. For this attempted trans-Altantic flight he was awarded the Navy Cross "For distinguished service in the line of his profession as a member of the crew of the Seaplane NC-1, which made a long overseas flight from Newfoundland to the vicinity of the Azores in May 1919."

During the period between World War I and World War II Mitscher's experience with the Navy's developing carrier forces were instrumental in making carrier aviation a true striking force for the Navy in the Pacific war. He sought to improve the technology, tactics and doctrine for Naval Aviation. Certainly one of his most lasting contributions is the development of the carrier task force. Early in World War II aircraft carriers tended to operate alone. Mitscher sought to change this doctrine with the concentration of carrier forces that would eventually become the carrier task force. During the years of bitter naval combat in the Pacific, his name and the words "fast carrier task force" came to be synonymous. Carrier forces led by Admiral Mitscher gained and maintained control of the sea and air up to the very shores of Japan.

Admiral Marc A. Mitscher, involved in Naval Aviation for almost his entire career, died on February 3, 1947 while serving as Commander in Chief, Atlantic Fleet. The words of Admiral Arleigh Burke provide the greatest tribute and recognition of his leadership, "He spoke in a low voice and used few words. Yet, so great was his concern for his people—for their training and welfare in peacetime and their rescue in combat—that he was able to obtain their final ounce of effort and loyalty, without which he could not have become the preeminent carrier force commander in the world. A bulldog of a fighter, a strategist blessed with an uncanny ability to foresee his enemy's next move, and a lifelong searcher after truth and trout streams, he was above all else—perhaps above all other—a Naval Aviator."

Admiral Hyman G. Rickover

Hyman G. Rickover was born in Poland on 27 January 1900, just a few months before the American submarine force came into existence. He graduated from the Naval Academy in 1922 and served on board USS LaVallette and USS Nevada until he returned to the Academy for postgraduate education in electrical engineering.

Rickover underwent submarine training between January and June 1930. His service as head of the Electrical Section in the Bureau of Ships during World War II brought him a Legion of Merit and gave him experience in directing large development programs, choosing talented technical people, and working closely with private industry. Assigned to the Bureau of Ships in September 1947, Rickover received training in nuclear power at Oak Ridge Tennessee and worked with the bureau to explore the possibility of nuclear ship propulsion. In February 1949, he received an assignment to the Division of Reactor Development, U.S. Atomic Energy Commission and then assumed control of the Navy's effort as Director of the Naval Reactors Branch in the Bureau of Ships. This twin role enabled him to lead the effort to develop the world's first nuclear-powered submarine, USS Nautilus [SSN-571]. The latter joined the fleet in January 1955.

Promoted to the rank of Vice Admiral by 1958, Rickover exerted tremendous personal influence over the nuclear Navy in both an engineering and cultural sense. His views touched matters of design, propulsion, education, personnel, and professional standards. In every sense, he played the role of father to the nuclear fleet, its officers, and its men. After sixty-four years of service, Rickover retired from the Navy as a full admiral on 19 January 1982. He died on July 8, 1986.

BM1 James E. Williams

Skillful battle direction is one of the most important requirements for a leader in the U.S. Navy. Boatswain's Mate 1st Class James E. Williams, who received the Medal of Honor for his achievements, demonstrated extraordinary bravery and leadership during the Vietnam War. The petty officer was assigned to the River Patrol Force whose mission was to intercept Viet Cong arms shipments on the waterways of South Vietnam's Mekong Delta.

On 31 October 1966, Williams, patrol commander for his boat, River Patrol Boat 105, and another PBR was searching for Viet Cong guerrillas operating in an isolated area of the Delta. Suddenly, Communist guerrillas manning two sampans opened fire on the Americans. When Williams and his men neutralized one boat crew, the other one escaped into a nearby canal. The PBR sailors gave chase and soon found themselves in a beehive of enemy activity as Viet Cong guerrillas opened up with rocket propelled grenades and small arms against the Americans from fortified river bank positions. Against overwhelming odds, several times Williams led his PBRs against concentrations of enemy junks and sampans. He also called for support from the heavily armed UH-1B Huey helicopters of Navy Helicopter Attack (Light) Squadron 3, the "Seawolves." When that help arrived, he kicked off another attack in the failing light, cleverly turning on his boats' searchlights to illuminate enemy forces and positions. As a result of the three-hour battle, the American naval force killed numerous Viet Cong guerrillas, destroyed over fifty vessels, and disrupted a major enemy logistic operation. BM1 Williams not only displayed great courage under fire, but a keen understanding of how his Sailors, weapons, and equipment could be used to achieve victory.